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“The Driving Force Behind Change”

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*...Surfing
the Tsunami*



Some Thoughts...

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- Driving Forces...
- Six Lessons of Leadership...
- Nine Observations on Leadership...
- Some Closing Thoughts...



The Premise...

Transactional Organization

The Transactional organization guides and motivates its employees in the direction of established goals by clarifying role and task requirements.

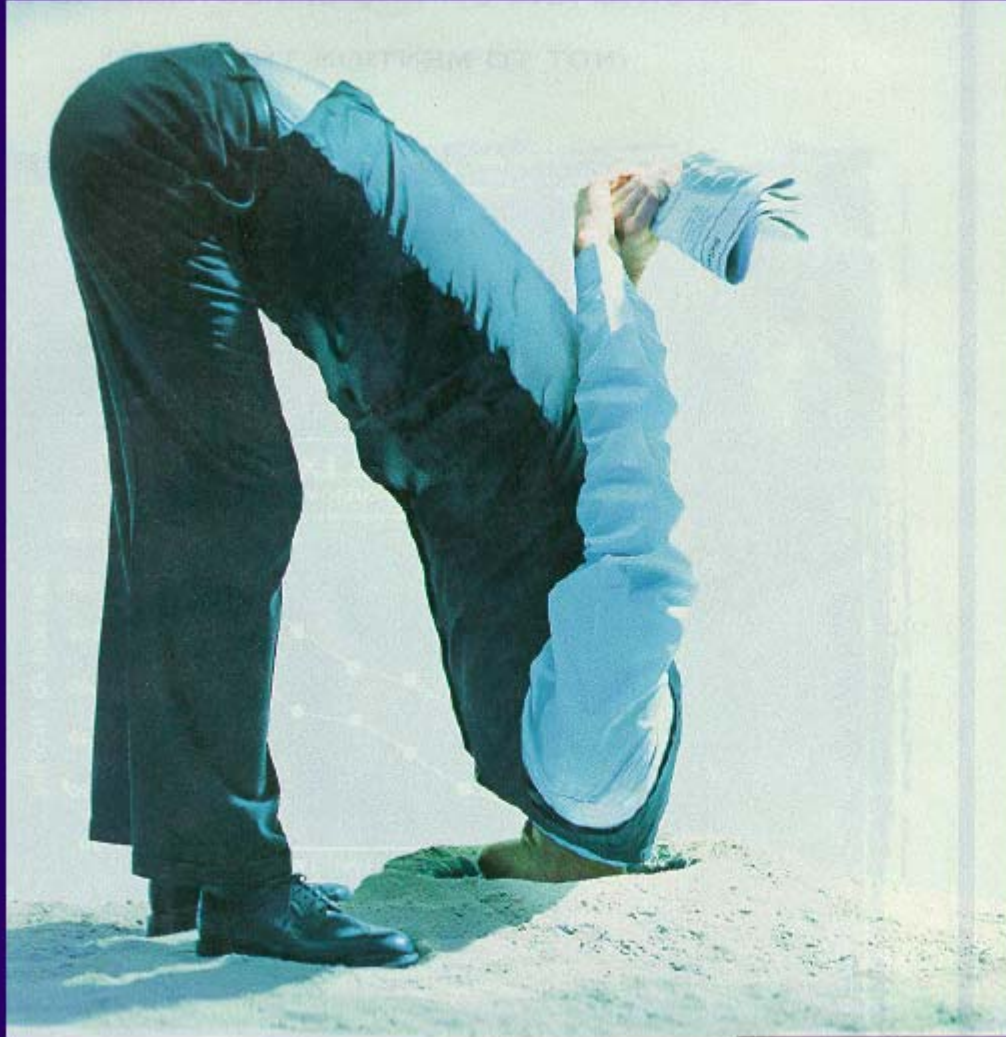


The Premise...

Transformational Organization

The Transformational organization inspires employees to transcend their own perceptions for the good of the organization by creating a collaborative and innovative organization focused on the strategic mission, goals and vision.





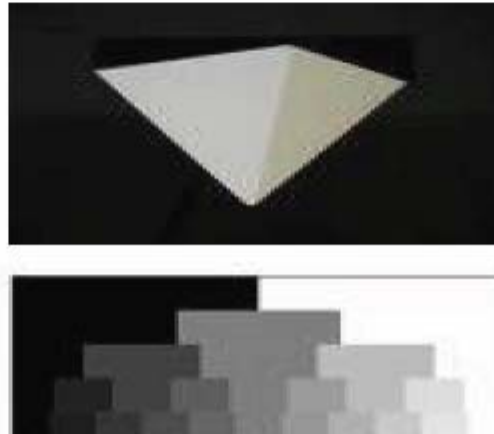
*Where do
we think
things
are
going?*

The Transformation Imperative...

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Forces Reshaping Government

- Diminishing financial resources
- Expansion of requirements
- Requirements for additional value added
- Requirements for additional accountability

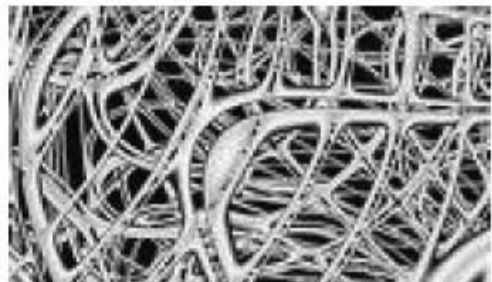


The Transformation Imperative...

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The Reality of Leaders

- Resource management is essential
- Relationships are informational intensive
- Alignment of functions is ever changing
- Organizational complexity is ever changing



The Transformation Imperative...

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The Reality of Leaders

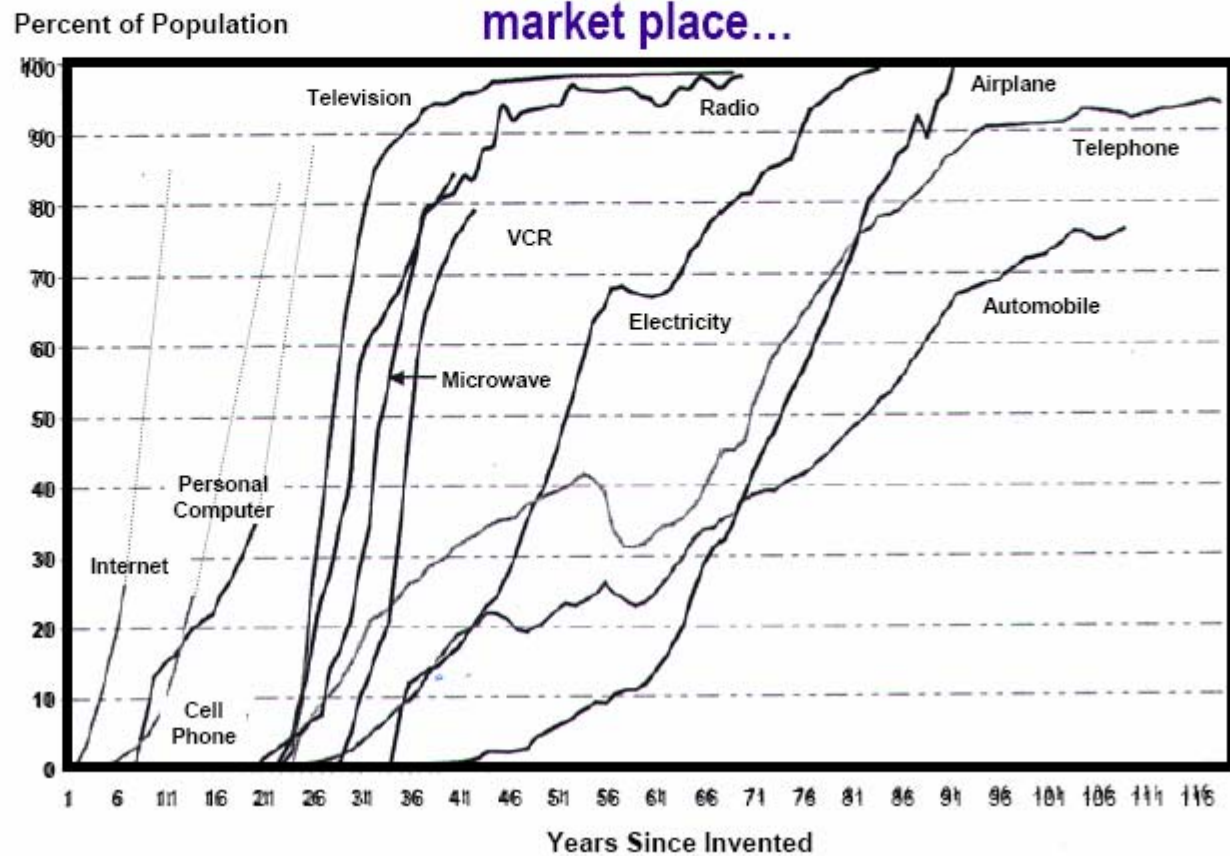
- There are gaps in our ability to adapt
- Challenges are coming from new places
- Change happens at an ever quicker pace
- There is no place to hide in a transparent world



The Adoption Rate of Society is Accelerating...

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The adoption rate for newer technologies is exploding and precipitating non-linear change that will radically alters the market place...



*“Trends, like horses,
are easier to ride in
the direction in which
they are going”*

John Naisbett



But, is that enough...

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**Consideration of
Six Core Leadership Principles**

**Survival in a
*Transformational Era***

Principal of Simultaneity

A transformation is not a sequential exercise or series of events. Multiple processes are occurring simultaneously and unpredictably. Leaders who are incapable of dealing with these multiple demands at different priority levels will be thwarted in the transformation.

The Transformation Imperative...

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Principle of Simultaneity

- Retooling your work processes while simultaneously delivering on agreed upon service level agreements
- Re-organizing the managerial structure while retaining the original governance
- Upsizing geographically and downsizing centrally

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Principle of Rapidity

The simultaneous nature of the transformation coupled with the accelerated decision-making and change demands a leadership pace that is unique - a pace that cannot be sustained over time without an extra-human effort.

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Principle of Complexity

Complexity is inherent to the process of contemporaneously managing the old organization while defining the vision for the new!!! Blending the two is akin to creating order out of chaos.

The Transformation Imperative...

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The Organizational (Dead Horse) Process

Dakota tribal wisdom says that when you discover you are riding a dead horse, the best strategy is to dismount. However, in organizations, we often try many other strategies, such as:

- Change riders.
- Buy a stronger whip.
- Fall back on: "this is the way we've always ridden."
- Appoint a committee to study the horse.
- Arrange a visit to other sites to see how they ride dead horses.
- Increase the standards for riding dead horses.
- Select a group to revive the dead horse.
- Develop a training session to improve riding skills.
- Compare the state of dead horses in today's environment.
- Change the requirements so that the horse no longer meets the standard of dead.
- Hire an external consultant to show how a dead horse can be ridden.
- Harness several dead horses together to improve speed.
- Increase funding to improve the horse's performance.
- Declare that no horse is too dead to beat.
- Do a study to see if outsourcing will reduce the cost of riding a dead horse.
- Buy a computer program to enhance dead horse performance.
- Declare a dead horse more cost effective than a live one.
- Form a workgroup to propose uses for a dead horse.
- Change performance requirements for the horse.
- Promote the dead horse to a supervisory position.
- Reality: Just let it go and know it was a good ride while it lasted and Change!

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Principle of Uncertainty

Decisions in periods of transformation are never black or white. The gray zone dominates. The leader is often faced with pioneering new concepts while providing no guarantee on their effectiveness.

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Principle of Management by Intuition

In situations demanding simultaneous, rapid decisions on complex and uncertain situations, there is a need for intuitive thinking. The ability to see possibilities and patterns with limited information and then act on hunches is critical.

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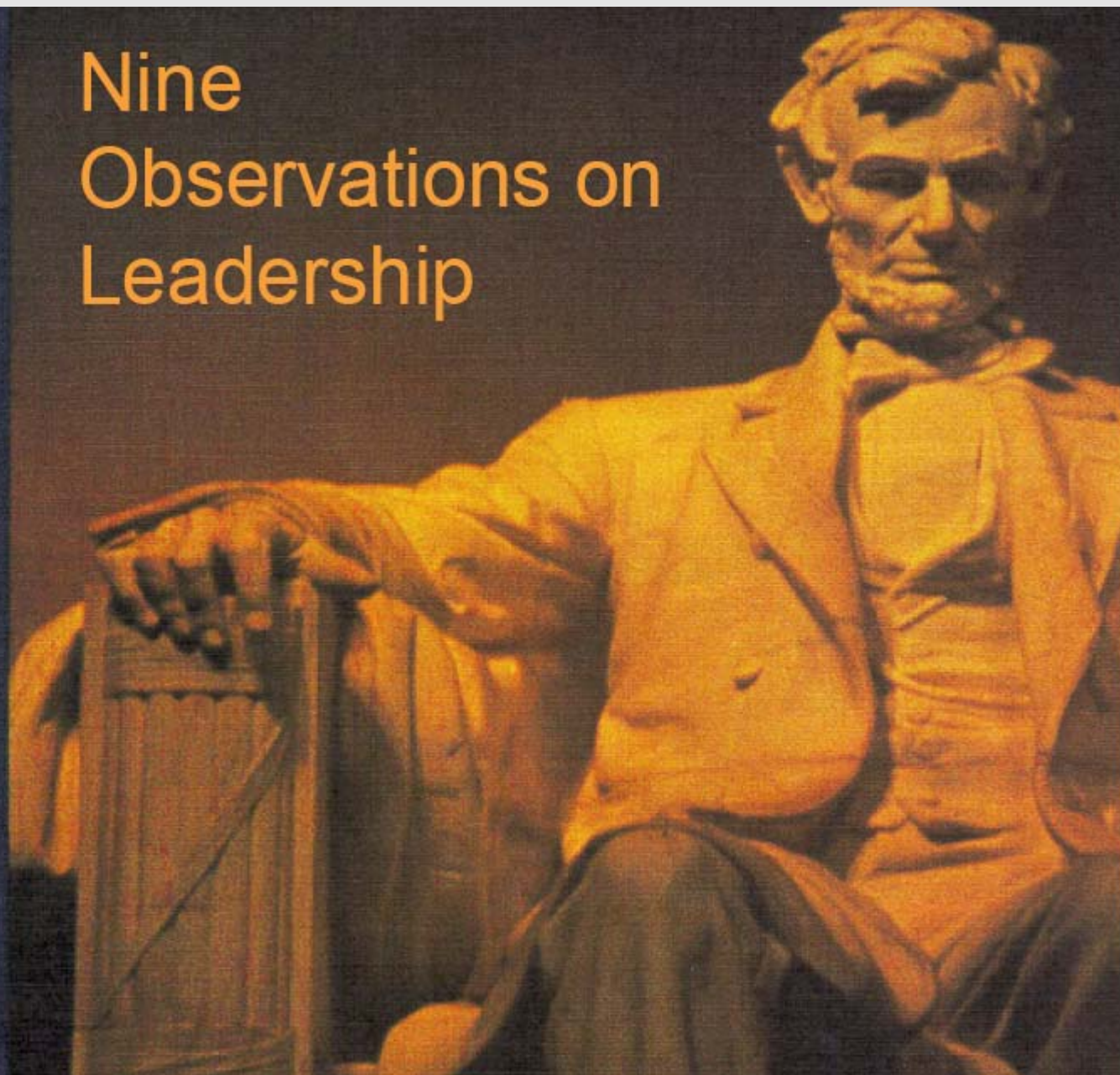
Principle of Leader Objectivity

Impassioned objectivity is absolute necessary.
Without it, the leader succumbs to old
relationships, unreliable information and
existing paradigms. Integrity within leaders will
hold people even in the face of the largest ?????

You can fool
all the people
some of the
time and some
of the people
all of the time,
but you can't
fool all of the
people all of
the time.

Abraham Lincoln
September 8, 1858
Clinton, Illinois

Nine Observations on Leadership



Observation #1: It's the people...



- The knowledge is in the field
- Leadership without disciples makes change impossible
- Believe in people
- Allow people around you – particularly those who work for you – to soar
- Support your people in what they want to do – because that is what they will do best.

Observation #2: Embrace the power of culture...



*Culture eats strategy
for lunch...
everyday*

Anonymous

Observation #3: Stay true to yourself...

- **Vision**...day dreaming with skills and direction
- **Voice**...not just words, but meaning
- **Virtue**...trust yourself and know your weaknesses



Vision is the
art of seeing
things invisible

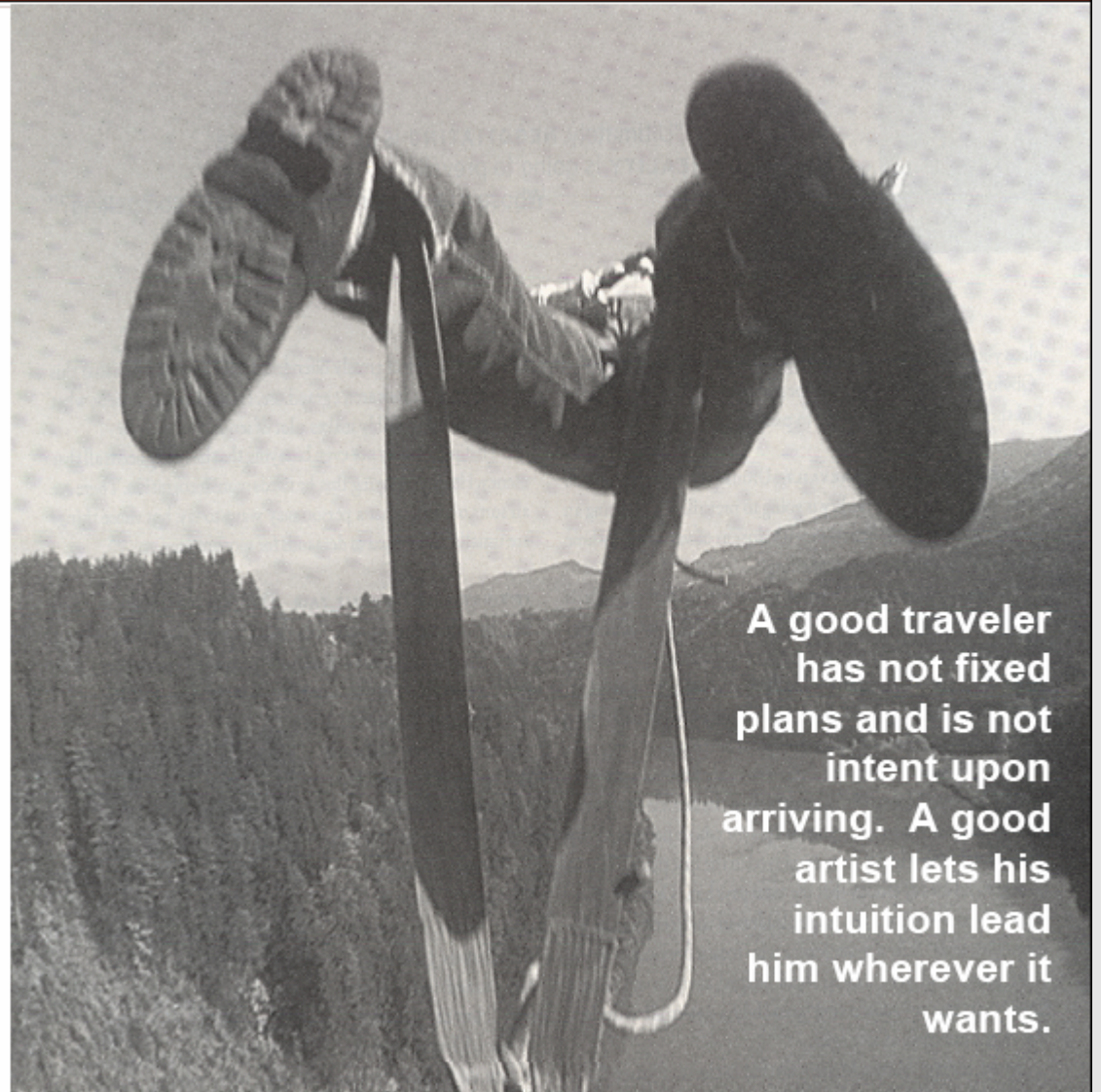
Observation #4: Have a point of view about things...



- Have a set of beliefs about how the "world" should work
- Bring a religious fervor to those beliefs - and feel comfortable pursuing them in the open
- Emancipate people from the paternalistic controls – *Father Knows Best* – mode

Observation #5: Lean into your fears...

- Take risks...but, understand the risks
- Accept your imperfections but, develop yourself
- Sometimes you need to falter to enable yourself to accept and embrace new opportunities
- From *The Present*...
 - Be in the Present
 - Learn from the Past



A good traveler has not fixed plans and is not intent upon arriving. A good artist lets his intuition lead him wherever it wants.

Observation #5: Listen and learn...

- Listening...the critical skill
- Always be a learner, always be a teacher
- Set standards in the way you do your work
- Bring unassailable principles and discipline to your work
- Never tolerate mediocrity
- Your reputation (always) precedes you...

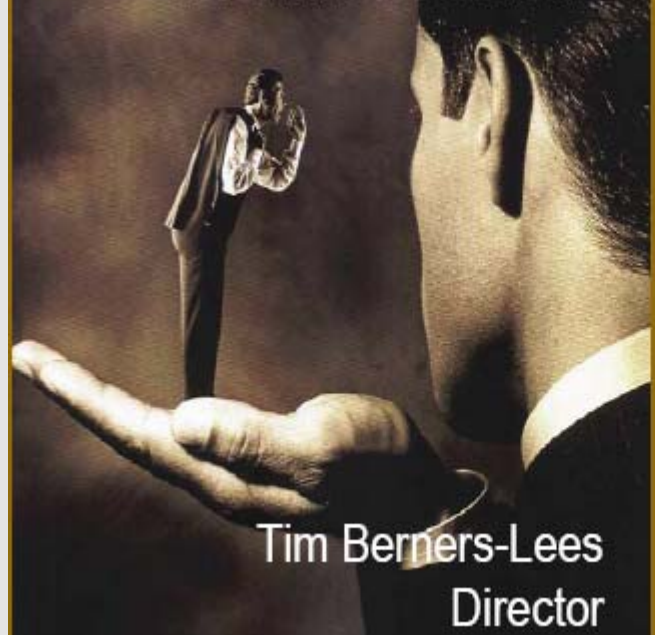


We don't receive wisdom. We must discover it for ourselves after a journey no one can take for us or spare us, for it is a point of view about things.

Proust

Observation #7: Resources are everywhere....

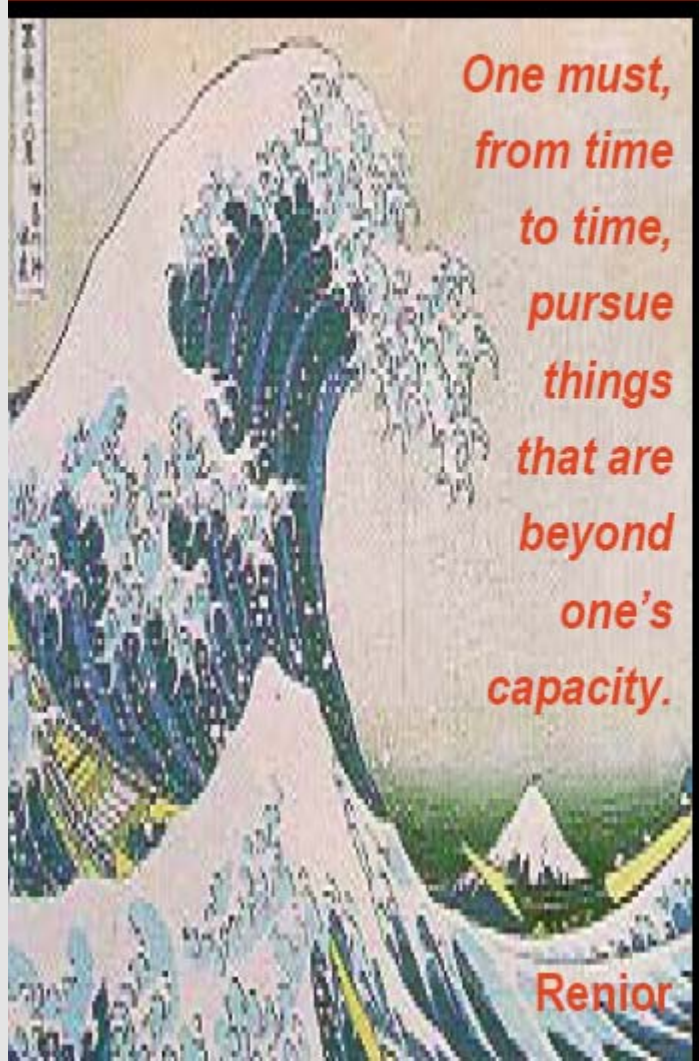
“We are forming cells within a global brain, a place where the whim of a human being and the reasoning of a machine coexist.”



Tim Berners-Lees
Director

- Be ecological – there are plenty of resources around you where ever you happen to be that will help you accomplish almost anything
- Draw on your environment, learn how to align resources
- The virtual world does not tolerate command and control models
- Create the virtual water cooler
- Consciously consider your virtual persona

Observation #8: Embrace – but measure – change...



- Change - and change frequently. The more success you have in making change work, the more comfortable you are taking it on
- You can morph your career many times by embracing change
- Change management skills are crucial and, involves more science and process than many think. Things don't change by accident, randomly, by good looks or charm.

Observation #9: Reach out to your network...

**If you are planning
for one year, plant
rice.**



**If you are planning
for ten years, plant
trees.**



**If you are planning
for one hundred
years, plant people.**



The effective network
utilizes:

- Professional colleagues
- Earlier jobs
- Neighbors and old friends
- Vendors who are not in medical side of the health care industry

*“I’ll open doors for you –
doors you never new existed.”*

**Understand where you are...
Embrace what you are...
Make a difference...**

**Dr. Brent Oberholtzer
Org-ology**

